

### The CORE Southern Office: What It Does

The following report deals with the operation of the CORE Southern Office in every aspect. It is of course a general survey rather than a day-to-day description; but the effort is made to describe fundamentals of operation, not broad vague policies. Also, this is not a report of office organization as we envision it, necessarily, but as we are actually working.

The work of the Southern Office may be divided into the following areas:

- Program: development, supervision, co-ordination
- Research
- Workshops & Conferences
- Chapters: organization, servicing
- Personnel: recruitment, assignment, supervision
- Communications & Public Relations
- Legal Problems
- Reports: receiving and transmitting
- Budget: working-out, allocation
- Miscellaneous

Program development is the responsibility of the southern program director; staff members are frequently called in for discussion of proposals. A program usually develops in this wise: conception, purpose, method, materials and personnel, time schedule, budget. Programs may be classified as urban, rural or even areawide (such as chapters servicing in Oklahoma); centering on a particular problem (housing, perhaps); or a particular community segment (college students, parents of school-children, etc.). There may be any kind of combination of these factors. Following are some programs of recent vintage: Southern Staff Conference, Dallas, Texas Workshop, College Conference Program, New Orleans community project, Louisiana and South Carolina summer projects.

The Southern Staff Conference was conceived as one of five to be held in 1965. These conferences are planned as educational instruments, in a broader sense than that of dealing with special skills and problems required by a CORE "project". In the immediate future this will mean emphasis largely on methods of community organization.

The Dallas Workshop was planned to reach CORE chapters in Texas Oklahoma and Arkansas. It was not as successful as hoped, but taught some valuable lessons which are now incorporated in planning workshops in the future.

1. develop the workshop around only one or two problems;
2. secure a comprehensive body of subject materials from "specialist" sources in that field;
3. invite at least one recognized authority on the subject;
4. publicize the project thoroughly;
5. set up quasi-permanent agenda so the workshop may be repeated in other areas;
6. secure financial support.

The College Conference Program has been outlined in detail in a separate memorandum from the southern office. However it is worthy of note as the first possible effective effort, since the Freedom Rides of 1961, to involve substantial numbers of southern Negro college students in the movement.

New Orleans may be considered as presently the most backward large city in the South outside of Birmingham, Alabama. Therefore the southern office has brought in one Task Force worker to supplement the work of New Orleans CORE in setting up a local program.

2.

This program begins with projects to establish a neighborhood group to work on an aspect of the Anti-Poverty Program, and another (Perhaps overlapping) group to work on political organization.

The Louisiana and South Carolina projects have been dealt with separately. These, and others listed, will undoubtedly pre-empt most of the time of the program director. Still time must be found to give to CORE programs in Florida and Mississippi. This time will be given mostly to reviewing current activities, counseling in development of new program and attempting to "sell" the program ideas to national office.

Program supervision from the southern office is primarily budgetary, when there is budget. However, we are able to maintain close contact with the projects through telephone and correspondence, and to offer suggestions and guidance in that manner. Co-ordination also is not the traditional procedure usually associated with the term. Our projects across the states are not operating on one great master plan; they attempt to interpret local trends of thinking wherever they are. Co-ordination has to do primarily with choosing the area which seems to offer greatest potential, then trying to assure that area some priority in material and personnel.

One programmatic goal is to extend planning further in the future than heretofore. **Recent expansion of CORE viewpoint--politics, poverty--demands long-range planning.** The beginnings are already evident--in drafts of summer projects which touch on 1966 elections, for instance.

Research is an important part of the southern program. The work of this department is fully described in the accompanying memo (Dec.3) I enclose the memo in lieu of a written description.

Workshops and conferences are necessary supplements to program; ideally, they provide education both in problems and in methods, for both staff and chapter members. As mentioned above, current workshops are set up as sort of pilot projects which will help develop future planning in series instead of separate items.

Chapter organization and servicing is a somewhat painful subject. Field secretaries are working in the southeast and southwest; the southern office maintains communication with them. But there is little exchange between chapters and office, presumably because the office does not presently fill a "felt need" of chapters.

I believe field secretaries in chapter-areas will agree that an important corrective to this situation is the workshop; unless these are set up by our office, the chapters most likely won't get them. However, an energetic workshop program cannot be launched until there is assurance of financial support. A workshop series alone does not transform southern office-southern chapter relations from wilt to bloom, but does constitute a strong beginning. Meanwhile, traditional servicing continues.

The southern office has a stronger relation to projects; certain of the latter's needs are channeled through this office; office personnel visit projects. A principal function of the office presently is to help projects set up systematic and regular planning, operating and reporting. Once this is accomplished, a continuing task will be to analyze project operations and new proposals, and interpret these to national office and NAC. Project supervision is accomplished through visits and correspondence. Actually this is primarily the function of area directors; Jewett, Gordon, Castle, and Moore. Frequent conferences with these people contribute to a viable rapport with projects. It should be pointed out that projects, like chapters, exercise considerable autonomy a practice the southern office encourages within practical limits.

In public relations Ed Hollander presently plays an ubiquitous role. He is a principal news source for national office, supplying stories and photos; does on-the-spot

reporting from the field; works on expanding our contact with local and national news media; is responsible for developing brochures and newsletters; is presently working on "monographs in current history", a group of narratives on several southern projects. The increasing amount of paper work hampers the development of strong liaison with the projects. The communications person must travel, know the projects, the people, the locale. He must also have office time, to conceive ideas and layouts that "sell"--- just as on Madison Avenue. We will undoubtedly need an additional man in the near future.

Personnel recruitment is, practically speaking, a springtime operation looking toward summer. Standard forms are in use, and our procedure is now fairly well regulated. Except for the College Conference Program, recruitment is a matter of correspondence. Personnel training for this summer will develop out of a survey of present staff, seeking their ideas on important content for training. It seems unnecessary to comment further on supervision. It can be seen from the above that the southern office will act chiefly as correspondent and co-ordinator in taking on summer staff. This will be largely a field staff operation.

The southern office is in daily contact with some aspect of legal problems in civil rights. We arrange appointments for aggrieved parties, consult frequently with Collins, Douglas & Elie for advice, try to keep abreast of project needs for legal services and placate unpaid lawyers. Staff members are deeply interested in the tactics and attitudes of lawyers, and frequently very critical. The southern office has been able to transmit some of this feeling to the national office, with results that look promising at present.

Reports of various types have been instituted as need presents itself. Each new instance offers occasion for resignation, reluctance or refusal on the part of staff. Ultimately there is reconsideration; then the report. A list, and brief description, is appended.

The southern office owes George Wiley a vote of thanks for the bulldog tenacity with which he approached the job of obtaining an itemized budget from each project. We are now in possession of figures that give reasonable indication of what should be allocated to operations in this area. To this we can now add a budget for the southern office itself. It is appended.

Staff members attached to the southern office are on call to represent CORE in a variety of ways. Speaking engagements, or course. Sometimes, projects lend themselves more easily to our involvement than that of the local CORE chapters: we have attacked appearance of government officials in segregated meetings, questioned federal appropriations in Plaquemines Parish, taken issue with the governor in various cases. I have recently become a member--not yet confirmed--of the Federally Assisted Program Subcommittee of the Louisiana State Advisory Committee to the U.S. Commission on Civil Rights. In brief, that body will expedite hearing of complaints on Title VI.

In the effort to be comprehensive I have had to sacrifice brevity. A "closing paragraph" for the sake of form would be unbearably redundant. The report is above; this is the point of close.

RICHARD HALEY  
CORE SOUTHERN DIRECTOR  
2209 Dryades Street  
New Orleans, Louisiana

March 9, 1965

SUBJECT: RESEARCH PROGRAM

The first month of the research program was spent primarily in accumulating and evaluating information and material on federal programs, facts about Louisiana etc. Since then I have begun to present material to the field staff. We now have a growing reference library, with at least some material on every major government program, and statistical information (including census reports) on Louisiana each individual parish, and some on most other Southern states. There is a complete publication index - a card file on all publications in this office including the smallest pamphlets. This file is indexed by topic, and is cross filed. We have several good lists of contacts for all types of information, a large file of lists of local officials in Louisiana Parishes usually in rural agencies. A file is kept on each parish in Louisiana, and each of twelve southern states. News releases from the U. S. Dept. of Agriculture, Commerce, Interior, and Health, Education and Welfare are selected for importance, filed by date and department, and listed on a special index.

A major problem has been selecting the material to send to the field, from the many items that have been accumulated. I don't want to send you a lot of irrelevant material and pass on to you the job of sorting and selecting, which should be done by this office. However, I find that I am limited by my lack of field experience, and so far have had to use guess-work in selecting information to be distributed. I have been encouraging the field staff to communicate with me - to criticize, comment, request, etc. and hope to hear from you.

The following list includes all items sent directly to the staff in the field by the research office:

- I. The following items were initiated by the research program and distributed to all Louisiana Staff-
  - a. Louisiana Data - 17 Parishes - a 31-page handbook of statistical and other information about 17 parishes of Louisiana (at the time the handbook was prepared, CORE was working in only 17 parishes); includes names and addresses of local rural officials; population, education, agricultural and other statistics, and a large section of federal programs which includes several pages on ASCS
  - b. Information Letters No. 1, 2, and 3 - supplements to handbook, now contains information on 25 parishes; as relevant information comes in, I put it in the information letters rather than sending out too-frequent notices. These letters will be sent whenever a sufficient amount of material is collected, or when there is a time limit on a certain item. They include such information as voter registration statistics, ASCS information, Rural Area Development Programs, etc.-
- II. The following special notices have been sent to staff members from the research office -
  - a. Notice on federal disaster relief to Louisiana parishes after hurricane (information received from U.S. Dept. of Agriculture press release; 500 copies distributed to workers in 15 involved parishes)
  - b. Notice on federal grants to libraries (information received from U.S. Dept. of HEW press release; sent to staff in several southern states)
  - c. Notice on special conservation aid to 10 counties in North Carolina (information received from U.S. Dept. of Agriculture press release; sent to Rev. Cox in N. C. )
  - d. Notice on applications being accepted in Public Housing Project in Ponchatoula,

Louisiana

Louisiana (information received from news article; sent to Ronnie Moore)

- III. The following reports were prepared on request
  - a. Facts About Plaquemines - statistical information; supplement to handbook for parish not included in original 17 (requested by Ronnie Moore)
  - b. Facts About Caddo - statistical information; supplement to handbook for parish not included in original 17 (requested by Oretha Castle)
  - c. Facts About Bossier and DeSoto - statistical information; supplement to handbook for parishes not included in original 17 (requested by Oretha Castle, copy requested by Claudia Edwards)
  - d. Non-white Population - statistics for Louisiana - information (voting potential and registration, population, etc.) for parishes having more than 25% non-white population (requested by Sut House, COFO)

All the above requests were made by people who were visiting the New Orleans Office - no written requests have come from the field.

The most immediate project of the Research Program is preparing a packet of material on federal programs for distribution to all southern staff. I have selected the best publications on all major programs, and have ordered multiple copies for the inclusion in the packet. When multiple copies are not available, I am copying the material on stencils. A problem in this project is getting enough money for folders to put the material in. This packet will provide a good reference source on federal programs for field staff, and will also direct you to further information. More detailed information will also be available from this office. The packet will give you enough information to determine what programs you want to look further into so that your requests for information from me or the agencies involved can be specific.

I am also preparing a report on Orleans parish for New Orleans CORE, for use in their effort to obtain funds under the anti-poverty program for the community center they plan to develop.

I am hoping to hold workshops on some of the most important programs, such as the Anti-poverty Program and ASCS, but have not made any definite plans.

I am also attempting to develop a file evaluating films that are available to us, but have only used one so far - a not-too-good film on co-ops in St. Francisville. I have several lists of films that are available for little or no charge which I will order on request, although I do not know how good they are. Field staff needing films on specific subjects, especially concerning farming, should notify this office.

At present, the direction of the research department has depended primarily on the information received here. I hope that in the future it will be more directly influenced by the needs of the field staff, but that, of course, is up to you.

6

REPORTS IN AND OUT OF THE SOUTHERN OFFICE

<u>Description</u>	<u>Schedule</u>
<u>From the field-----</u>	
Program and personnel, project	10th and 25th
Income and expenditure, project	10th and 25th
Mileage reports on leased cars, project	weekly
Travel and subsistence expense, individual	weekly (mostly)
Special project or incident	as occasion arises

To the field

Project survey report (capsule of all biweekly reports)	15th and 30th
Conferences and workshops	before and after
Research facts and figures	as available
Miscellaneous	

To National Office

Project survey report  
Program department (including research)  
Public relations  
Special actions or projects  
Southern office financial report

NOTE: The last group will be combined into one report; the financial report will be submitted once monthly, to avoid confusion.

SOUTHERN OFFICE MONTHLY BUDGET

Rent	100.00
Telephone	200.00
Utilities	25.00
Postage, general	22.50
Office supplies	100.00
Typewriter maintenance	5.00
Research dept.	
Postage	22.50
Publications	15.
Public relations	
photo supplies	50.00
photo processing	25.00
Travel & subsistence	
southern staff *	500.00

Estimated allowance for individual expenses per month:

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	1065.65
T&S above: add R. Moore	35.00
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Total monthly budget	1100.00

Cox	35.00
Brown	35.00
Robinson	35.00
Gordon	60.00
Jewett	35.00
Haley	40.00
Dennis	60.00
Hollander	40.00
Moore	35.00
Smith	40.00
Castle	50.00
Baines	50.00

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535.00